

WORKFORCE SHAPING PLANS AND DATA COLLECTION

This document is intended for use by Defense components or their sub-organizations to respond to Initiative #1 (Develop and Implement Comprehensive, Needs-based Human Resource Performance Plans for the Civilian Acquisition Workforce) contained in The Acquisition 2005 Task Force Final Report, *Shaping the Civilian Acquisition Workforce of the Future*, October 2000. The document outlines a framework for developing workforce shaping plans, discusses practical considerations the components may face in developing their plans, and provides a data collection instrument for submitting information about workforce shaping plans to OSD(AT&L) and OSD(P&R).

Planning Framework

Workforce shaping is a structured process focused on the characteristics of the workforce that are important to meeting the needs of acquisition organizations in the future. A "workforce characteristic" as a concrete and measurable dimension associated with a relevant group of workers (in this case, the acquisition workforce) that is critical for organizational success and influenced by human resource policy decisions. In particular, the workforce shaping process (a) identifies the workforce characteristics needed in the future (the required workforce), (b) estimates what characteristics the workforce will possess in the future assuming continuation of current policies (the expected workforce), and (c) develops a set of actions (a needs-based human resource performance plan) designed to close any anticipated gaps between required and expected workforces.

To carry out effective workforce shaping, an organization needs to collect and present information to answer four specific questions.

1. What workforce characteristics will the organization need in the future?
2. What workforce characteristics needed for the future are available in today's workforce?
3. If the organization maintains current policies, what characteristics will the future workforce possess?
4. What actions (policies and programs) will the organization need to take to eliminate or alleviate shortages and overages in future workforce characteristics?

These questions are discussed in detail below.

The answers to the first three questions will consist of the numbers or percentages of employees with important workforce characteristics along with supporting narrative; the data will serve as the basis for developing and supporting the actions identified in response to the fourth question.

A spreadsheet can be used to display the numerical data. The following figure suggests portrayals of data on three different workforce characteristics. The data displays might be one-dimensional (total workforce distributed across three levels of experience). They might also be two-dimensional (job series and title distributed across levels of experience or job series and title distributed across degrees). Finally, they might be three-dimensional (job series and title distributed across levels of experience and across degrees). (Note: As outlined in the section on practical considerations, workforce data displays called for in the components' July 1, 2001 submissions will generally be two-dimensional.) The components can employ the same format to capture data on the number of employees with a particular characteristic *in* the workforce or on the number of employees with a particular characteristic *required* in the workforce.

Workforce Characteristics Spreadsheet Examples

	Level of Experience		
	1-3 Years	4-10 Years	over 10 Years
Total Workforce			

Job Series and Title	Level of Experience		
	1-3 Years	4-10 Years	over 10 Years
xxx1-Metallurgical Engineer			
xxx2-Ceramics Engineer			
xxx3-Electrical Engineer			
xxx9-Scientist			
All other series aggregated			
Total			

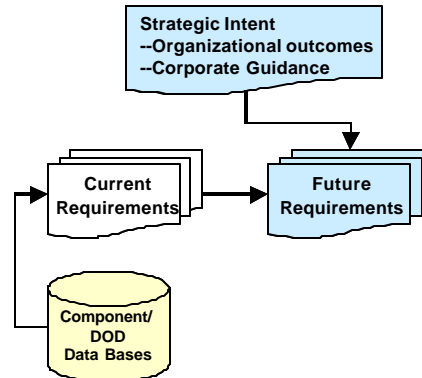
Job Series and Title	Degrees	Level of Experience		
		1-3 Years	4-10 Years	over 10 Years
xxx1-Metallurgical Engineer	Baccalaureate			
	Masters			
	Doctorate			
xxx2-Ceramics Engineer	Baccalaureate			
	Masters			
	Doctorate			
xxx3-Electrical Engineer	Baccalaureate			
	Masters			
	Doctorate			
xxx9-Scientist	Baccalaureate			
	Masters			
	Doctorate			
All other series aggregated	Baccalaureate			
	Masters			
	Doctorate			
Total	Baccalaureate			
	Masters			
	Doctorate			
Grand Total	All degrees			

1. What workforce characteristics will the organization need in the future?

Although a difficult task, identifying and describing the distribution of the workforce characteristics needed in the future is essential; without this information, the organization has no target toward which to shape the workforce. Strategic intent is a primary factor in answering this question. Explaining the link between strategic intent and needed workforce characteristics will strengthen the argument for changes to human resource policies and programs.

An organization's mission, vision, strategic plan, goals and objectives are the codification of its strategic intent; strategic intent is the description of how the organization wants to do business in the future. In the context of workforce shaping, strategic intent has implications for the kinds and number of people needed.

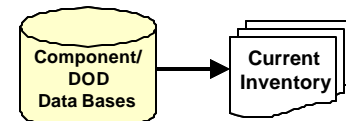
In addition, because acquisition organizations accomplish their missions in the context of the larger acquisition community, corporate guidance from their component headquarters and the Office of the Secretary of Defense also informs strategic intent. This guidance can take the form of desired outcomes, specific policies the components should implement (because the policies support a higher corporate goal), or planning assumptions.



Identifying and describing the distribution of the workforce characteristics needed *today* provides a base from which to estimate the future workforce characteristics. In addition, it allows an assessment of the impact of a change in strategic intent.

2. What workforce characteristics needed for the future are available in today's workforce?

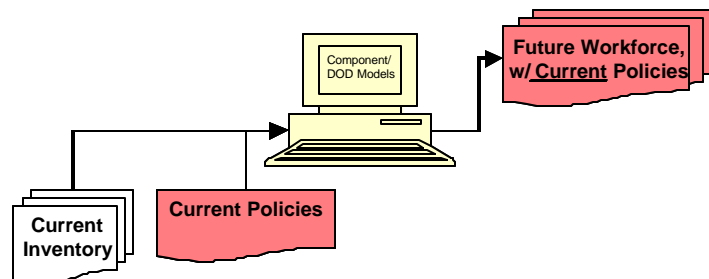
The answer to this question provides the foundation upon which to build the workforce of the future. An organization will find part of the answer to this question in existing databases. However, although some of the information may be available, the workforce characteristics needed for the future may relate to data that are not currently available in databases. In this context, the question helps to focus effort on identifying the data needed to make informed decisions regarding workforce shaping and, if not currently available, to initiate efforts to gather it.



3. If the organization maintains current policies, what characteristics will the future workforce possess?

The distribution of workforce characteristics changes over time because of actions the organization takes and because of decisions employees make. To take account of these actions and decisions, projecting the current workforce into the future estimates how the distribution of workforce characteristics will change. For example, the current workforce will age: some of those reaching retirement eligibility will leave the workforce (taking important characteristics with them) and new hires will enter (providing the opportunity to develop desired characteristics through training and assignments).

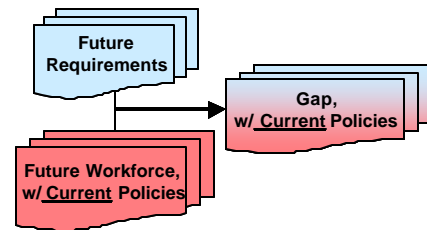
Ideally, quantitative data such as historical trends (for example, retention rates) would



serve as the basis for these projections; however, in many cases, an organization may have only a qualitative estimate based on informed judgment upon which to make the projections. In both cases, it is important to make the assumptions underlying the projection explicit in order to test the validity of the assumptions over time and to assess the robustness of the results.

Delineation of recently implemented or planned human resource policies that the organization believes will significantly influence the projections will also provide better understanding of the validity of the assumptions underlying the results.

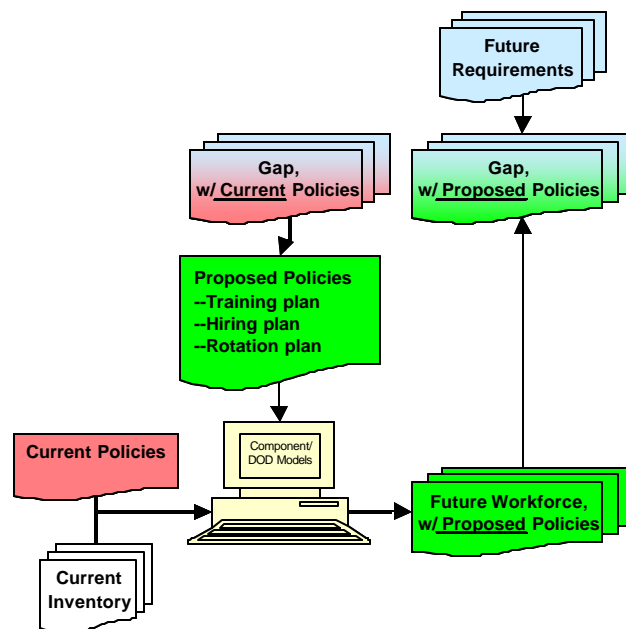
Comparing the availability of characteristics in the projected workforce to the characteristics needed identifies shortages and overages.



4. What actions (policies and programs) will the organization need to take to eliminate or alleviate shortages and overages in future workforce characteristics?

The shortages and overages focus the search for remedial actions. For example, an organization might seek to eliminate shortages in a particular characteristic (such as an occupation) through such actions as targeted hiring, increased training or development, and/or targeted retention bonuses; it might alleviate overages through such actions as early retirement programs or retraining employees to acquire different characteristics. The actions would reflect new or modified human resource policies and programs; in total, the set of actions aligned and sequenced comprise the needs-based human resource performance plan for shaping workforce characteristics.

In order to set the stage for evaluation of the success of the needs-based human resource performance plan, the organization should identify the expected result of the individual actions. Ideally, the organization would do this by making the underlying assumptions about impact explicit (quantitative or qualitative) and by using these new or additional assumptions to project the current workforce into the future assuming implementation of the proposed actions. The projection of the distribution of the workforce characteristics compared to the distribution of the characteristics

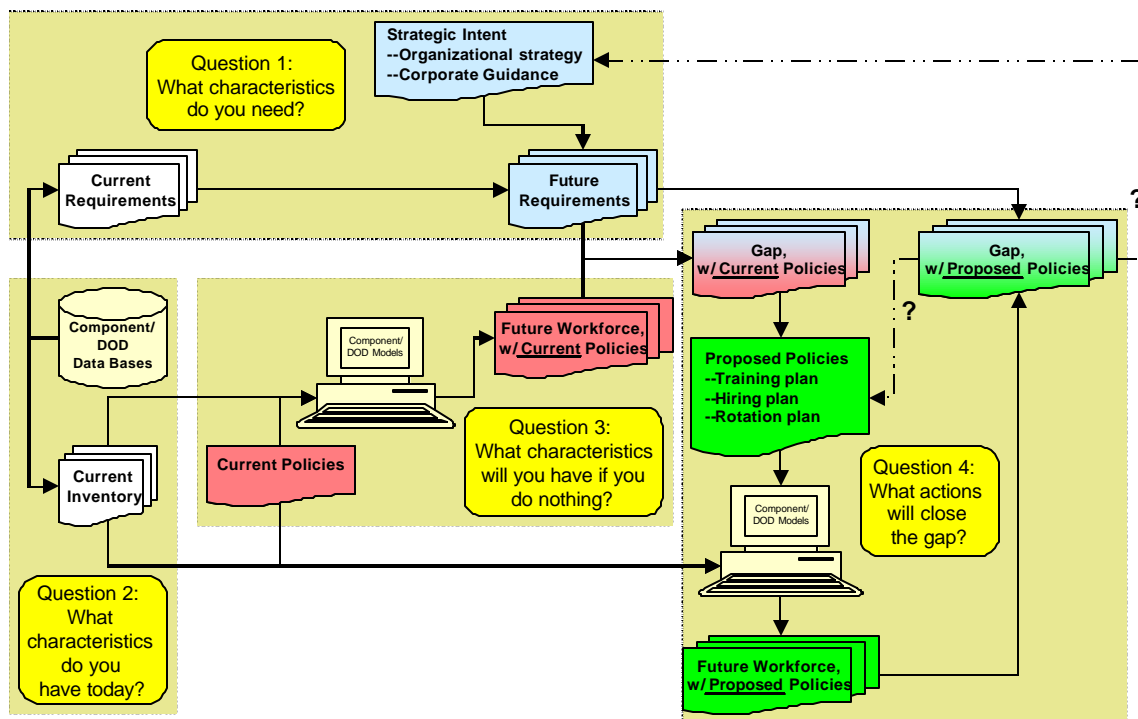


needed would provide a quantitative assessment with which to confirm the needs-based human resource performance plan as comprehensive and effective or highlight the need for additional actions. Alternatively, the inability to eliminate shortages could also suggest that the organization cannot accomplish its strategic intent—because of either corporate guidance or the way it has chosen to conduct its business.

Major relationships

The answers to all four questions are essential for a workforce shaping process to yield a complete plan. The following figure presents the relationships among the parts discussed above.

Ensuring Strategic Intent—A Shaping Plan



Question 1 asks what distribution of workforce characteristics the organization needs in the future in order to carry out its strategic intent. The organization derives the answer from the requirements for that characteristic today (for example, captured in budget-constrained requirement databases) as modified by how it wants to do business in the future and corporate guidance.

Question 2 asks what distribution of characteristics the organization's workforce currently possesses. To the degree the data exist, the organization derives the answer from the database on the existing workforce. To the degree the data do not exist,

thoughtful, informed estimates may suffice for the initial effort while the organization initiates specific collection efforts to improve the robustness of planning in the future.

Question 3 asks what distribution of characteristics the organization's workforce will possess in the future assuming no change to current policies and programs. Ideally, the organization will derive the answer by estimating the distribution of characteristics in the future workforce using an inventory projection or some other quantitative model. The model will use the distribution of workforce characteristics in the current inventory as the starting point. The analysis may need to modify the assumptions embedded in such a model (for example, hiring success or retention) to reflect the expected effect of policies and programs approved and implemented but for which the organization has not yet collected empirical data. Because such models do not exist widely throughout the department, the organization may rely on less robust estimates. This should point to specific data collection efforts needed to support workforce shaping in the future.

The answers to Question 1 and Question 3 identify gaps between the distribution of workforce characteristics required in the future and the expected distribution of characteristics of the future workforce in the absence of further actions. Based on these gaps, the shortages and overages in desired future workforce characteristics, Question 4 asks what policies and programs the organization needs to implement in order to eliminate or ameliorate the gaps and how effective these policies and programs will be. The organization will assess the impact of alternative policies and programs in the process of selecting which to pursue. Although data on the impact of new or modified policies and programs will be sparse, the organizations should estimate their effect and employ the same models to project the distribution of workforce characteristics assuming implementation of the proposed policies and programs. This part of the process is important because it provides the framework for monitoring the actual results of the policies and programs and comparing them to those intended. This feedback will improve the capability to conduct workforce shaping in the future. In addition, this effort will identify areas where the organization cannot alleviate potential shortages under any set of reasonable assumptions about the effect of proposed policies and programs. In such cases, the analysis should lead to a reevaluation of future requirements—and to the strategic intent.

Practical Considerations

In developing workforce shaping plans, planners and managers may face several practical considerations:

1. Who will do the planning?
2. What workforces will be included in the planning?
3. What workforce characteristics will be included in the planning?
4. What planning horizon will be used?
5. How will workforce planning data (e.g., future requirements, future inventories) be developed?

1. Who will do the planning?

In most organizations, workforce planning can be expected to involve multiple functional areas and multiple organizational levels.

Functional areas likely to be involved in workforce planning might include the following:

- Organization commanders/directors
- Acquisition managers
- Manpower/resource managers (responsible for *spaces*)
- Human resource managers (responsible for *faces*)

Some components might want to collect the data and develop the plan at a component (service or agency) level. Others might want to delegate the task to major commands or subcommands (bearing in mind that parts of the workforce outside of the subcommands, such as component headquarters staff, should be captured somewhere). Still others might want to delegate the task to various functional managers within the component headquarters.

The component should take into account several considerations when deciding on the organizational level.

- The level of the organization most sensitive to characteristics needed in the workforce
- The level that most fully controls day-to-day human resource management decisions (hiring, promoting, developing, etc.) that influence the shape of the workforce
- The level possessing the authority to modify or enhance human resource management policies and procedures that shape the workforce
- The level with the greatest incentive to formulate and implement a workforce shaping plan

It is unlikely that these considerations will point consistently toward the same organizational level. A multi-level process may be required. Additionally, independent of where the information is *collected*, a related and important question is the *focus* of the planning/analysis. Because of the central role of strategic intent in the identification of future workforce characteristics, the components should focus data collection on the level at which the organization can link a well-defined statement of strategic intent to the workforce characteristics needed to carry out that strategic intent. Ideally, the focus should be at the lowest organizational level that has developed and follows a strategic and/or business plan.

2. What workforces?

The OSD Director of Acquisition Education, Training, and Career Development has asked that, as a minimum, the components include in their planning efforts acquisition and technology workforces identified using the refined Packard algorithm developed by Jefferson Solutions. (Information regarding the algorithm, workforce definitions, and resulting workforce counts can be found at the following web site: <http://www.acq.osd.mil/ar/workforce.htm>.) At the discretion of the components, other workforces not included in the refined Packard algorithm but important for achieving acquisition-related business objectives may also be included.

The OSD Director of Acquisition Education, Training, and Career Development has also asked the components to identify their total workforce requirements and inventories (including military, civil service, and, if possible, contractor) and the distribution of their requirements and inventories across military, civilian, and contractor categories. For analysis of workforce characteristics, he asked that the components focus on at least the civil service segment of their total workforce. At their discretion, the components may also choose to include and report on their military and/or contractor workforces.

3. What characteristics?

The components are asked to report on any workforce characteristics that are important to organizational outcomes, as specified in business plans and other statements of strategic intent. The OSD Director of Acquisition Education, Training, and Career Development has asked that, as a minimum, the components report on the following characteristics.

For the entire workforce included in the planning effort:

- Military/civil service/contractor mix by occupation (series)

For the civil service workforce included in the planning effort (and other included workforces, at the components' discretion):

- Years of service (YOS) by occupation
- Grade by occupation
- Academic degree and discipline (in occupations where they are considered important)

In reporting on the military/civil service/contractor mix by occupation, workforce planners are asked to report the *number* of workers required and expected in each category. For other characteristics, planners may choose to express required and

expected distributions of the workforce in terms of either *numbers* or *percentages*, or both.

For characteristics such as years of service or grade, workforce planners may find that detailed planning, down to specific YOS or grade, is not necessary. Planners may wish to aggregate to some grouping of these dimensions that makes sense in terms of organizational needs. For example, a component might determine that the following grouping of YOS would be useful in depicting its desired and expected patterns of experience and longevity.

YOS 1-3
YOS 4-10
YOS 11-20
YOS 21-30
YOS 31+

4. What planning horizon?

The OSD Director of Acquisition Education, Training, and Career Development has asked that, in general, the components project their future requirements, future inventories, and gap analyses forward to the end of FY 2008. However, if a component considers a different time horizon to be appropriate for any workforce planning purpose, the component should use that horizon instead.

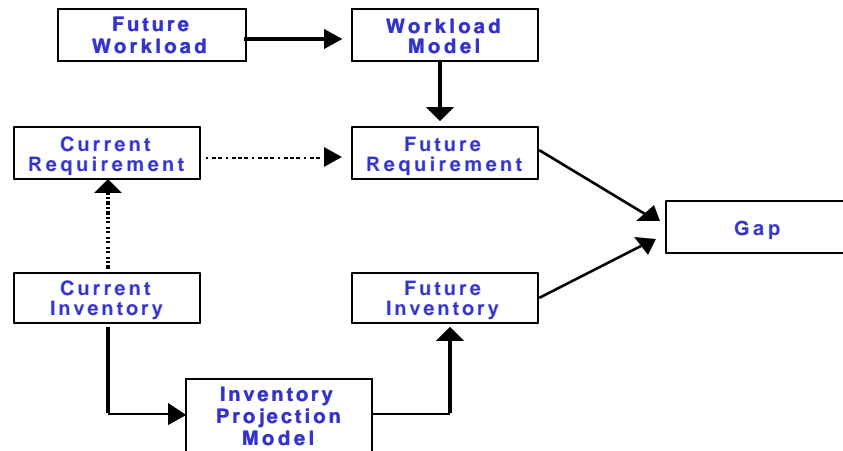
5. How will workforce planning data be developed?

In order to quantify expected gaps in their future workforces, workforce planners must develop procedures to depict their future requirements (Question 1 in the framework described above) and their future inventories (Question 3). To do this using a rational, zero-based approach, a planner must understand the future workload to be accomplished by the workforce of interest and the productivities of workers with various characteristics. Using a workload model, the planner would define alternative workforces capable of accomplishing the future workload and would select from among these alternatives. (Current requirements may be derived using the same model, but with the current workload as the input.) However, except in rare cases, acquisition workloads and productivities of acquisition workers are not understood well enough to permit this approach.

An alternative is to derive current and future requirements using incremental departures from current inventories. These incremental processes are represented by the dotted lines in the figure below. In a first step, a panel of senior managers would be provided information regarding the distribution of the current workforce across characteristics of interest. The panel would be asked to assess whether the current distribution of each characteristic is about right for the current workload or if it is richer

or leaner than required. If it is richer or leaner than required, the panel would be asked to estimate a distribution that would meet current workload demands. This estimate becomes the current workforce requirement.

Incremental Development of Future Requirements



In a second step, the panel would be provided all available information about future workloads. In practice, this might mean providing information regarding the organization's future environment and strategic intent and asking the panelist to judge for themselves the implications for future workloads. The panel would then be asked to assess whether the current distribution of each characteristic is about right for the future workload/environment/strategic intent or if it is richer or leaner than required. If it is richer or leaner than required, the panel would be asked to estimate a distribution that would meet the future need. This estimate becomes the future workforce requirement.

The following figure illustrates how current and future requirements for education levels, differing by occupation, might be developed from a notional current inventory.

Sample Data Display –Academic Degree Requirements

Occupational Series	Education			
	Level	Current Inventory	Current Rqmt	FY 2008 Rqmt
Program Management	<Bach	31%	10%	
	Bach	46%	65%	65%
	Mast/Prof	23%	25%	35%
Mechanical Engineer	<Bach	3%		
	Bach	68%	70%	70%
	Mast/Prof	26%	25%	25%
	Doc	3%	5%	5%

In this example, managers see a need for the program management workforce to possess higher levels of education than is currently the case. Further, by 2008, they see education requirements in this occupation increasing to the point where all of the workforce must be college-educated, with about a third holding masters degrees. In contrast, managers see the current distribution of academic degrees in the mechanical engineer workforce as about right, both now and in the future.

For most workforce characteristics, there is no good substitute for using an inventory projection model to determine a future inventory. The model need not be elaborate, but it must reflect appropriate gains, losses, and aging of the workforce across time periods.

Instructions for the Data Collection Instrument

In the overall context described above, a data collection instrument has been prepared to efficiently present the data developed for a needs-based human resource performance plan. The instrument is provided below. The components are asked to forward completed documents and accompanying spreadsheets, as e-mail attachments, to interested offices within OSD(AT&L) and OSD(P&R) no later than July 1, 2001. The office of the Director, Acquisition Education, Training, and Career Development, will provide appropriate e-mail addresses shortly before the reporting date.

The instrument consists of two parts. Part I requests information for the reporting organization as a whole. It asks for the organization's strategic intent and a complete listing of the workforce characteristics included in the organization's planning effort. Each reporting organization need fill out Part I only once.

Part II requests information related to *each* of the workforce characteristics identified in Part I. A separate Part II should be completed for each workforce characteristic. Part II requests information to answer the four questions outlined in the context section of these instructions.

The instrument is designed to be transmitted electronically. Check boxes can be checked and unchecked by simply placing the cursor anywhere on the line containing the box and changing the text style to "box checked" or "box unchecked." Narrative text may be inserted as needed in text boxes; the text boxes will expand to accommodate the length of the text. Data displays should be provided in an accompanying Excel workbook file, with the Excel file name and tab label(s) inserted at designated places in the document.

Acquisition Workforce Shaping Plan

Part I: Strategic Intent and Selection of Workforce Characteristics

Date submitted: [Insert date]

Prepared by: [Insert name, office designation, telephone number, and e-mail address]

Approved by: [Insert name and office designation]

Component or command

Please indicate the component or subordinate unit to which this summary applies. If the summary was prepared for a subordinate unit, please so indicate by checking the last box and inserting the unit's designation. Components may want to submit separate reports for major individual units.

- ☐ Army
- ☐ Navy
- ☐ Air Force
- ☐ Defense Contract Management Agency
- ☐ Defense Logistics Agency
- ☐ Defense Advanced Research Projects Agency
- ☐ Ballistic Missile Defense Organization
- ☐ Defense Contract Audit Agency
- ☐ Defense Information Systems Agency
- ☐ Defense Threat Reduction Agency
- ☐ TRICARE
- ☐ Insert name of organization for which the plan is prepared]

Strategic intent

Many organizations have developed an *explicit* statement of strategic intent. A strategic or business plan often presents the statement of strategic intent in terms of various elements such as a vision, mission, purpose, goals, objectives, and/or guiding principles. In other organizations, the leaders may act on a strongly held, but *implicit*, sense of strategic intent. Review of key decisions or discussions with these leaders can expose this strategic intent. In

general, the purpose of workforce shaping is to increase the likelihood the organization will accomplish its strategic intent. To this end, the focus should be on those elements of strategic intent that most directly influence the workforce characteristics. For your organization, the strategic intent is

- ☐ explicit.
- ☐ implicit.

The elements of strategic intent that most influence your organization's desired workforce characteristics are:

[Insert text providing a brief statement or list of important elements of strategic intent.]

If these elements are part of a strategic or business plan, please identify it here and provide an electronic copy, or a URL address for access to an electronic copy, if available:

[Insert title and date of strategic or business plan and file name or URL address for electronic version of the plan.]

Workforce characteristics

Please indicate the characteristics included in your workforce shaping plan.

(Check all that apply.)

- ☒ Military/civilian/contractor mix by occupation (series)
- ☒ Years of service by occupation
- ☒ Grade by occupation
- ☒ Academic degree and discipline (in selected occupations)
- ☐ [Insert other characteristics of interest to your organization.]

Acquisition Workforce Shaping Plan

Part II: Analysis of a Selected Characteristic

Date submitted: [Insert date]

Prepared by: [Insert name, office designation, telephone number, and e-mail address]

Approved by: [Insert name and office designation]

Component or command

- ☐ Army
- ☐ Navy
- ☐ Air Force
- ☐ Defense Contract Management Agency
- ☐ Defense Logistics Agency
- ☐ Defense Advanced Research Projects Agency
- ☐ Ballistic Missile Defense Organization
- ☐ Defense Contract Audit Agency
- ☐ Defense Information Systems Agency
- ☐ Defense Threat Reduction Agency
- ☐ TRICARE
- ☐ [Insert name of organization for which the plan is prepared]

Workforce characteristic

The workforce characteristic covered in this analysis is:

(Check one only. A separate Part II should be prepared for each workforce characteristic listed in Part I.)

- ☐ Military/civilian/contractor mix by occupation (series)
- ☐ Years of service by occupation
- ☐ Grade by occupation

- ☐ Academic degree and discipline (in selected occupations)
- ☐ [Insert other workforce characteristic specified in Part I]

Question 1: What distribution of the workforce characteristic will the organization need in the future in order to carry out its strategic intent?

Current Required Distribution

The *current* required distribution of the workforce characteristic provides the foundation from which to estimate the *future* required distribution needed to accomplish the organization's strategic intent. As such, it serves as a basis for assessing the direction and magnitude of change required by the organization's strategic intent. The required distribution of the characteristic today is

- ☐ specified. It is contained explicitly in component planning documents or databases. The distribution is shown in [insert Excel file name and tab label].
- ☐ unspecified. The organization currently has no documented requirements specifying workforce characteristics of this type.

If specified, understanding of the requirement is based on

- ☐ formalized workload and productivity assessments.
- ☐ informed judgments.

Derivation of the requirement:

[Insert text describing the assessment or judgments used to derive the required distribution.]

If unspecified, reason is:

[Insert text describing why the required distribution is not specified. If applicable, explain efforts being taken to gain a better understanding of the requirement.]

Future Required Distribution

For planning purposes, the required future distribution of this characteristic should be projected to

- ☐ end of FY 2008.
- ☐ [insert other appropriate date].

The required distribution of the characteristic in the future is:

- ☐ specified. It is contained explicitly in component planning documents. The distribution is shown in [insert Excel file name and tab label].
- ☐ unspecified.

If specified, understanding of the requirement is based on

- ☐ formalized assessments using techniques like workload and productivity analysis, scenario building, assumption-based planning, etc.
- ☐ Informed judgment.

Derivation of the requirement:

[Insert text describing the techniques used to support the assessment or judgments used to derive the required distribution.]

If unspecified, the reason is:

[Insert text describing why the required distribution is not specified. If applicable, explain efforts being taken to gain a better understanding of the required distribution.]

Linking Future Required Distribution to Organizational Strategic Intent

The following elements of strategic intent significantly influence the derivation of the future required distribution:

- [Insert first element]
- [Insert second element]
- [Etc]

Rationales linking future required distribution to the elements of strategic intent are:

[Insert text explaining how each listed element of strategic intent influenced the development of the future required distribution.]

Question 2: What distribution of the characteristic is available in today's workforce?

Current Distribution

Distribution of the characteristic in the current workforce is:

- ☐ measured. Distribution is shown in [insert Excel file name and tab label].
- ☐ unmeasured.

If measured, methodology is:

[Insert text indicating the data system, survey, or other source of information used to quantify the distribution.]

If unmeasured, reason is:

[Insert text describing why the distribution in the current workforce was not or could not be measured.]

Question 3: If the organization maintains current policies, what distribution of the characteristic will the future workforce possess?

Expected Future Distribution/Current Policies

Expected distribution of the characteristic in the workforce at the end of FY 2005 (or other appropriate date indicated in Question 1 above), given current programs and policies, is

- ☐ estimated. Distribution is shown in [insert Excel file name and tab label].
- ☐ not estimated.

If estimated, methodology is:

[Insert text describing inventory projection model or other technique used to derive projected distribution.]

If not estimated, reason is:

[Insert text describing the reason for not knowing the expected distribution.]

Linking Human Resource Policies and Programs to the Expected Distribution

In making estimates of the expected future distribution of a workforce characteristic, an organization may rely heavily on recently implemented human resource policies and programs or those planned for implementation in the near term. Human resource policies and programs that have a significant impact on the expected distribution are:

- [Insert first policy/program description.]
- [Insert second policy/program description.]
- [Etc]

Rationales linking human resource policies/programs to the expected distribution are:

[Insert text describing how each listed human resource policy/program influences the expected distribution.]

Question 4: What actions (policies and programs) will the component need to take to eliminate or alleviate shortages and overages in future distribution of the characteristic and how effective will these actions be?

Gaps Between Required and Expected Future Distributions

Gaps between required and expected distributions are

- ☐ assessed. (Check this response if BOTH the required distribution (Question 1) AND the expected distribution (Question 3) are known.) Gaps are shown in [insert Excel file name and tab label].
- ☐ unassessed. (Check this response if EITHER the required distribution (Question 1) OR the expected distribution (Question 3) is unknown.

If gaps are assessed, they are considered

- ☐ acceptable.
- ☐ unacceptable.

Reasons gaps are considered acceptable or unacceptable:

[Insert text explaining why assessed gaps are either acceptable or unacceptable.]

Closing gaps.

Are changes in human resource policies and programs needed to close gaps between required and expected distributions?

(Check all that apply.)

- ☐ Yes. One or more current policies or programs must be modified.
- ☐ Yes. One or more new policies or programs are needed.
- ☐ No. Policy and program changes are not needed.

Desired modifications to current policies or programs are:

- [Insert description of first policy/program modification.]
 - [Insert description of second policy/program modification.]
 - [Etc]

Rationale for desired modifications:

[Insert text explaining how modifications listed above will help close gaps (for example, explicit assumptions regarding the expected impact and the basis for those assumptions).]

Desired new policies or programs are:

- [Insert description of first new policy/program.]
- [Insert description of second new policy/program.]
- [Etc]

Rationale for new policies or programs:

[Insert text explaining how new policies or programs listed above will help close gaps (for example, explicit assumptions regarding the expected impact and the basis for those assumptions).]

Expected Future Distribution/Proposed Policies

If the expected future distribution was estimated using an inventory projection model or other quantitative techniques, ideally that methodology can be modified to reflect the effect of the proposed policies and programs. If so, the expected distribution of the characteristic in the workforce at the end of FY 2008 (or other appropriate date indicated in Question 1 above), given proposed programs and policies, is shown in [insert Excel file name and tab label(s)].